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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:				EXTENSION	NO.			
					ORD-4279-68			
C/AP/ORD/DD/S&T					TE			

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TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. DD/ORD				
2. D/ORD		7/11		1 to 3 Put on Career Bd. Agenda for discussion at Aug Mtg.
3.				
4.				2 to 3 Discussion should include rotation since Helms and the Senior Career Service Board have been busy with this question as a part of career management.
5. (file in CSP)				
6.				
7.				
8.				
9.				
10.				Distributed to all CSP members
11.				
12.				
13.				
14.				
15.				

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ORD-4279-68

1 July 1968

MEMORANDUM FOR: Director of Research and Development
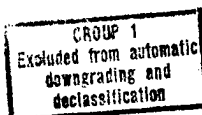
SUBJECT   :   Recommended ORD Career Service
Panel Symposium

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1.   At the 13 June meeting of the ORD Career Service
Panel, the undersigned recommended a two or three day symposium
for ORD career development planning to be held at a place such as
⬚ The Acting Chairman, ⬚
appointed the undersigned to prepare recommendations on an agenda
and details for such a symposium. The purpose of this memorandum
is to set forth the recommendations and the basis for them.

2.   During the recent Career Service Panel meeting, it
occurred to the undersigned that the Panel meets monthly on the
technicalities of reviewing and recommending promotions, assign-
ments to training courses and other details of handling personnel.
However, little time is spent on true career development programs
and the fundamental problems of which many are unique to research
and development activities in CIA. It is generally felt that they should
be studied in depth periodically to permit good career development.

3.   The fact that three senior scientists of ORD have
recently submitted their resignations contributed to this im-
pression but was not the significant factor in triggering the
recommendations. Many of the scientists and engineers in ORD
are very restive and are candidates for leaving in the near future.
The reasons for their restiveness and the means for extending
their period of service with ORD are extremely important con-
siderations both in terms of ORD effectiveness and their career
development.

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SUBJECT: Recommended ORD Career Service Panel Symposium

4. It is fundamental that personnel most inclined to leave are usually the most competent professionals on hand. It is likewise fundamental that many, perhaps most, of the scientists and engineers will leave sooner or later. Perhaps the average length of service which can be expected of the best is three to five years. It is extremely important, therefore, to keep the best personnel an additional year or two years by whatever practical means is available. Good career development could assist in this and perhaps even insure retaining some of them for complete Agency careers.

5. There are many important factors that have pronounced adverse effects on career development programs. Possibly the most critical at the moment for ORD is the fact that at the most important point in the development of ORD organization program growth stifling budget cuts and personnel ceilings have been experienced. I believe this could be fatal to the office unless careful planning is done, particularly since it appears that this adverse economic and personnel situation will probably exist for two more years.

6. A discussion of the following questions, not necessarily in this order, would be helpful in considering the type of people, nature of organization and career planning essential to a good career development program:

a. What is the actual R&D philosophy of CIA? Could it be more oriented toward advanced concepts as suggested in the past by the DCI, or is it primarily for the QRC production of large expensive off-the-shelf kinds of systems?

b. What is the latitude of thinking and planning which ORD can have in assigned priorities to advanced intelligence collection and processing concepts? Will it ever be possible to develop an advanced concept without an absolute requirement from one of the conventional customers in some part of the Agency? Will it be possible for ORD to do the planning, programming and budgeting of research and development defined by an analysis of projected needs rather than coping with the whims and unpredictable reactions of administrative planners and operational users?

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c.   Is it possible to run fundamental programs which support a wide variety of potential technical intelligence users rather than relating each project to a specific consumer?

d.   Is it possible to have adequate administrative support integrated within the divisions to minimize the housekeeping and administrative work done by engineers and scientists?

e.   Is it possible for ORD to become more intimately involved in overall Agency review and projection of requirements?

f.   Will personnel ceilings ever permit the recruitment of sufficient numbers of young scientists and engineers who can be developed to fill the attrition normal to this kind of organization?

g.   Can there be a training complement assigned to ORD sufficient to permit specialized education and training, both technical and management, of current members?

h.   Is it possible for ORD to participate more broadly in the Intelligence Community in charting the course of R&D of advanced technical intelligence systems?

7.   The above mentioned considerations arranged in some fashion are tentative as an agenda for the proposed symposium.   It is suggested that the seven divison chiefs, plus a representative from the Office of the Director, meet for a day and a half, discuss these questions and come up with a set of recommendations to the DD/ORD. The second half of the second day the D/ORD and the DD/ORD would sit in with the Panel and discuss the key questions and preliminary recommendations evolved by the group.   The result of the symposium

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would be the suggestions and recommendations of the Panel to the D/ORD for whatever he wishes to make of them.

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SEC. CL.	ORIGIN		CONTROL NO.
DATE OF DOC	DATE REC'D	DATE OUT	SUSPENSE DATE	CROSS REFERENCE OR POINT OF FILING

1 July	7-9

TO   D/ORD
FROM
SUBJ.   C/AP
      Recommended ORD Career
Service Panel Symposium
Distribution:
      Orig. & 1 - D/ORD
            1 - CSP Chairman
            1 - DLC Chrono
            1 - ORD Chrono

ROUTING	DATE SENT
D/ORD	7-11
D/ORD	2-12
AO	7/12
D/ORD	8/
D/ORD	

COURIER NO.	ANSWERED	NO REPLY

CAREER CONSIDERATIONS

A. RECRUITMENT

1. What kind of recuits do you look for and why?

   a. Young
   b. Senior
   c. Specialist
   d. Generalist

2. What do you present as career opportunity?

   a. From official standpoint?
   b. From official Division standpoint?

3. What firm commitments can you make and have confidence in fulfilling?

   a. Training - internal and special courses and technical seminars
   b. Education - Formal
   c. Advancement

B. ON THE JOB

1. What is your effectiveness at utilizing and developing a recuit?

   a. What is your concept of Division Organization and how do you integrate him into it?
   b. Is the number, type and level of slots adequate?
   c. What kind of training and education programs do you really need and practically provide?

C. HISTORICAL RESULTS

1. Has career development been satisfactory?

2. What has been its practical effects on your Division?

D. CONCLUSIONS AND RECOMMENDATIONS

1. Within MBSD, the dominant professional degree is the Ph.D. This degree imposes professional requirements on the employee which cannot be fulfilled within the context of Agency employment. Resolution of the resulting conflict can be accomplished readily either by returning to, or abandoning the professional community. Either of these alternatives work against Agency interest. Some intermediate position should be possible which would permit the employee to maintain active association with his profession while under Agency employment.

2. Growth within the Agency structure depends on decisions reached by the employee within the context of the above. However, there remains the question of channel availability. As of this moment there doesn't seem to be too many, if any, choices which do not further isolate the employee from his profession.

3. For the professional employee who is self-contained and problem-oriented, MBSD activities are ideal. However, the mere solution of problems does not enhance career development.

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1. Successful implementation of a career development program is contingent upon the establishment of a specific policy within the Agency, Directorate, or Office. Such a policy should be bilateral, i.e., address itself to how the Agency can help the individual as well as how the individual can help the Agency.

2. Policy should engender professionalism in the individual's discipline as well as in the intelligence community. This can be achieved by using the employee as a professional consultant to solve a problem rather than as a salaried technician to implement an already conceived solution. The individual should be given greater responsibility and authority. He should act as a project director rather than a project monitor.

3. He should be encouraged and allowed to engage in professional activities within his field since these act to maintain a keen interest in new developments. A policy of a sabbatical every n^{th} year should be seriously considered whereby the individual can refurbish his knowledge and return with new ideas, skills and enthusiasm to be applied to the job.

4. A realistic system of rewards (and penalties) should be established whereby an individual does not have an arbitrary ceiling set upon his earning potential if he is performing well and chooses to remain in the same slot. Now it often appears that the individual has to turn to administration for promotion. For many this is a retreat from professionalism and the loss to the Agency of the individuals major strengths.

5. Job rotation within the Directorate or Agency where the professional skills can be used should be considered as well. This results in broader exposure to problem areas and also increases the possibility of a similar solution to multiple problems, i.e., two or more offices often have the same problems and don't know it--one office solves the problem but the others still don't know about it.

6. Use the professional as a professional. Do not allow him to become bogged down in the beaurocratic morass. Administrative assistants should be used for filling out forms and justifying trivia. Professionals should be paid to think and do.

7. These notions are presented as a means of keeping the individuals enthusiasm for work high and to give him a feeling of accomplishment rather than marking time. They can work only if there is a realistic policy provided that is oriented to merit and common bilateral goals.

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